

# **Department of Community Services and Development**

## **Request For Application**

### **2002-2003 Mentor Program 02-RFA-06**



Department of Community Services and Development  
700 North Tenth Street, Room 258  
Sacramento, California 95814

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## **I. INTRODUCTION**

The Department of Community Services and Development (CSD) announces the availability of \$1,000,000 in State General funds for the 2002-2003 Mentor Program. The purpose of this Request for Application (RFA) is to solicit applications from mentoring organizations to provide services to at-risk youth.

If funding for this 2002-2003 State fiscal year is reduced or deleted by the Budget Act for purposes of this program, CSD shall have the option to postpone or cancel this RFA with no liability occurring to CSD.

## **II. BACKGROUND**

Since 1995, CSD has allocated over \$10 million to community-based mentoring programs to provide mentoring services to at-risk youth. While youth struggle with many challenges, four major problem areas stand out:

- Alcohol and Drug Use
- Teen Pregnancy
- Educational Failure
- Gangs and Violence

Despite these challenges, mentoring is a proven effective strategy to counter and even reverse the harmful effects of the identified four major problem areas, and is widely accepted as a valuable activity for youth.

CSD is a collaborative partner with the Governor's Mentoring Partnership (GMP) and supports Governor Davis and First Lady Sharon Davis' new goal for the GMP of recruiting and matching quality mentors to reach one million young people by 2005. To support the efforts of the GMP and the Davis Administration, CSD requires mentoring organizations to focus direct attention on preventing and reducing the increasing percentages of any of the identified problem areas. The goals of CSD's Mentoring Program are to:

- Increase the number of trained mentors;
- Increase the number of mentor-mentee matches;
- Increase the number of mentor hours available to mentees;
- Expand quality mentor programs;
- Increase public awareness and business/community support, private sector participation and investment in local mentor programs; thereby,
- Reducing the rate of alcohol and drug use, teen pregnancy, educational failure, and gangs and violence.

### **III. APPLICANT ELIGIBILITY**

Eligible Entities:

- Local Governments
- Private nonprofit community-based organizations with (IRS Form 501 (c)(3) status)

Eligible applicants must meet the following criteria:

- Organizations must have statements in their Articles of Incorporation and/or Bylaws, showing that mentoring is part of their organization's mission.
- Organizations must have received notification (certificate or letter) of their program meeting the Quality Assurance Standards.
- Organizations must be in good standing with the Office of the Secretary of State (Local Governments excluded).

#### **IV. PROJECTED TIMETABLE**

The following sequence of steps and tentative time lines will be used in the application process to select service providers and award contracts:

RFA Made Available	July 30, 2002
Submit Notice of Intent to Apply	August 6, 2002
Submit Written Questions to CSD	August 12, 2002
Distribute Answers to Submitted Written Questions	August 20, 2002
Final Date for Application Submission	August 30, 2002, 5:00 p.m.
Evaluation Period (ends)	September 16, 2002
Notice of Intent to Award Mailed and Posted on CSD Website	September 20, 2002
Appeal Period	September 23, 2002 to October 2, 2002, 5:00 p.m.
<b>PROJECTED DATES:</b>	
Contract Workshop in Sacramento	October 31, 2002
Projected Contract Term	October 15, 2002 to October 14, 2003

## **V. OBJECTIVES**

It is the intent of CSD to fund eligible entities that provide direct services to mentors and mentees. Applicants must demonstrate collaborative efforts to support the goals of CSD's Mentoring Program. For the purposes of this RFA, a collaborative is a group of organizations and/or individuals formed to support community mentoring and that seeks to avoid duplication of effort. The organizations selected to participate in the collaborative is a local decision. However, CSD encourages the collaborative to include civic and business leaders, educational representatives, law enforcement, juvenile justice, and other volunteer organizations. The responsibilities of each collaborative partner should be clearly defined and formalized.

## **VI. Application Requirements**

- The maximum grant award will be up to \$75,000. Any application over this amount will not be considered. CSD encourages applications of smaller amounts where appropriate, to reflect the relative demand for services.
- CSD requires that the funded organization and its subcontractors (if applicable) operate their program in accordance with the Quality Assurance Standards developed by the California Mentor Coalition (CMC) now known as GMP. It is also recommended that the collaborative partners that are mentoring organizations provide services in accordance with the standards. See Appendix B for the Quality Assurance Standards.
- The lead organization submitting an application must include a board resolution endorsing the submission of the application. Organizations unable to secure a resolution prior to submission of their application must include a letter in lieu of said resolution stating the facts regarding their inability to forward the resolution. The organization shall provide the resolution to CSD before execution of a contract. Participating collaborative members must include a letter from their governing body endorsing the project.
- The lead organization will expand existing mentoring services to target and screen for at-risk youth in its service area that does not conflict with existing collaborative efforts.
- The lead organization will focus on one-to-one and/or group mentoring activities (as defined by this RFA). CSD recognizes that there are different types of mentoring and different levels of need represented by a specific target group.
- With regard to group mentoring, it will require mentors of mentee groups to agree to a minimum commitment of 12 months, and the ratio not to exceed 1 mentor to 4 mentees.

- At a minimum, applications shall include measurable success indicators and evaluation methodology for measuring the reduction of alcohol and drug use, teen pregnancy, educational failure, and/or gangs and violence.
- Organizations must provide data on the number of mentors and mentees currently enrolled in their mentoring program and the number of new matches proposed. Organizations should address how the current program will be expanded.
- Applications are expected to be multi-agency; therefore, collaboration with other community-based organizations and private sector entities in the service area is required.
- Budgets should reflect appropriateness and cost-effectiveness. CSD reserves the right to adjust any proposed budget if it is in the best interest of the State to do so.

## **VII. NOTICE OF INTENT TO APPLY**

If you intend to submit an application, please submit a Notice of Intent to Apply for the 2002-2003 Mentor Program RFA on your organization's letterhead no later than August 6, 2002. You can submit by fax to Felicia Young at (916) 341-4219, or e-mail to [MentoringRFA@csd.ca.gov](mailto:MentoringRFA@csd.ca.gov) or mail to:

Department of Community Services and Development  
Attention: Felicia Young, RFA Coordinator  
700 North Tenth Street, Room 258  
Sacramento, CA 95814

## **VIII. AUDIT**

Each application submitted for funding under this program must include the organization's most recent audit (within the applicant's past two fiscal years) or a statement from an independent Certified Public Accountant attesting to the viability and stability of your organization and its accounting system. The audit must be in compliance with the American Institute of Certified Public Accountants' Standards. For the application to be evaluated, the audit must demonstrate the organization's fiscal accountability, soundness, and viability.

## IX. QUESTIONS REGARDING RFA

Specific questions regarding this RFA must be submitted in writing on your organization's letterhead no later than August 12, 2002. You can submit a fax to Felicia Young at (916) 341-4219, or e-mail to [MentoringRFA@csd.ca.gov](mailto:MentoringRFA@csd.ca.gov) or mail to:

Department of Community Services and Development  
Attention: Felicia Young, RFA Coordinator  
700 North Tenth Street, Room 258  
Sacramento, CA 95814

Questions received after August 12, 2002, will not be answered. Questions submitted in writing will be compiled and a summary of the written questions and the responses will be mailed on August 20, 2002 to all parties that submitted questions in writing and that submitted a Notice of Intent to Apply. The questions and responses will also be accessible via the Internet on CSD's website at [www.csd.ca.gov](http://www.csd.ca.gov).

## X. Application Submission Requirements

All applications must meet the minimum criteria listed below:

- Submit one (1) "Original Copy" and four (4) copies of the application **by 5:00 p.m. on August 30, 2002** to:

APPLICATION FOR MENTORING PROGRAM  
Felicia Young, RFA Coordinator  
Program Development and Support Unit  
Department of Community Services and Development  
700 North Tenth Street, Room 258  
Sacramento, CA 95814

- For hand-delivery CSD is located off Richards Blvd., which crosses Interstate 5 north of downtown Sacramento. Applications will be considered acceptable only if physically received at the CSD address listed above by **5:00 p.m. on August 30, 2002**. Applications received after this time and date will be returned unopened.
- Do not assume infallibility when using overnight delivery services.
- Applications received by CSD are considered final and no additional materials will be accepted. CSD reserves the right to clarify information in applications after that time.

- All requirements for the application must be completed according to the RFA instructions or the application will be considered non-responsive and will not be evaluated.
- All application documents on the checklist must be included in the same order as displayed in the Application Stack Order Checklist.
- Check off each item to indicate its inclusion. If any of the required items are omitted the application will be considered incomplete and out of compliance with this RFA. The application will be disqualified and will not be evaluated.
- Signature of Executive Officer: Type the name, title, and telephone number of the person authorized to submit the application. The person authorized to submit the application must sign and date the Application Face Sheet.
- Applications must be typewritten in not less than 12 point font. The application narrative must not exceed seventeen (17) single-sided pages. The budget and budget narrative do not count toward the 17 page limit. Any application with less than 12 point font and containing a narrative exceeding 17 single sided pages will not be evaluated.

## **XI. EVALUATION PROCESS**

### **Application Review Process And Scoring**

- CSD will conduct a preliminary review to ensure that all applicants have met the “Applicant Eligibility” requirements and have submitted application documents as listed on the “Application Stack Order Check List” as described in this RFA.

Applications that meet the applicant eligibility requirements and have submitted the application documents as listed in order on the application stack order check list will be submitted to review teams selected by CSD for evaluation and scoring. Members of the review team will independently assign a numeric score for each category described in the Application Narrative section. Review team member scores will be averaged to arrive at the overall score for the Application Narrative section. The evaluation process will end on September 16, 2002.

- CSD reserves the right to negotiate services and costs and to cancel, in whole or in part, this RFA if CSD decides that it is in the best interest of the State to do so.

The Director of CSD will determine the awarding of contracts.

## **XII. NOTICE OF INTENT TO AWARD**

The awarding of contracts is based on the review and selection process. A Notice of Intent to Award contracts will be posted via the Internet on CSD's website [www.csd.ca.gov](http://www.csd.ca.gov) on September 20, 2002 and at:

Department of Community Services and Development  
700 North Tenth Street, Room 258  
Sacramento, CA 95814

Award letters will be mailed on September 20, 2002.

## **XIII. APPEAL PROCESS**

- Notice of Intent to Appeal must be filed in writing within (5) working five days prior to the award of the contract. A Notice of Intent to Appeal must be mailed, faxed or hand delivered to:

Appeal to the Mentoring Program RFA 2002-2003  
Department of Community Services and Development  
700 North Tenth Street, Room 258  
Sacramento, California 95814-0338  
Attention: John Ochoa, Program Manager  
Fax: (916) 341-4219

- Within five (5) days after filing a Notice of Intent to Appeal, the appealing applicant shall file with CSD a detailed written statement specifying the grounds for the appeal. Appeals shall be limited to the grounds that CSD failed to appropriately apply the standards for reviewing the format requirements or evaluating the applications as specified in the RFA.
- Only organizations that submitted applications may appeal the contract award. There is no appeal for applications that are disqualified due to late submittal, non-compliance, or are incomplete. Applicants may not appeal their funding level. The appellant must file a detailed written appeal, including issue(s) in dispute, the basis for the appellant's position, and the remedy sought. Appeals must be received no later than 5:00 p.m. on October 2, 2002.
- The Director of the Department of Community Services and Development will make final decisions regarding all protests.
- Applicants will be notified in writing of the decision regarding their appeal within fifteen (15) working days after the hearing date.

**2002-2003 MENTOR PROGRAM  
APPLICATION FACE SHEET**

1. Applicant Organization Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_  
County: \_\_\_\_\_ Zip Code: \_\_\_\_\_  
Telephone: (\_\_\_\_) \_\_\_\_\_ Secondary Telephone: (\_\_\_\_) \_\_\_\_\_  
Facsimile: \_\_\_\_\_ E-mail: \_\_\_\_\_
2. Lead Contact Person: \_\_\_\_\_
3. Program Name: \_\_\_\_\_
4. Funds Requested: \$ \_\_\_\_\_
5. Applicant Organization (please check appropriate box):
  - Local Government
  - Private Non-Profit Community Based Organization
6. Target Area(s) (please check all that apply):
  - Alcohol and Drug Use
  - Teen Pregnancy
  - Educational Failure
  - Gangs and Violence

By submitting this application, the applicant signifies acceptance of the responsibility to comply with all requirements stated in this 2002-2003 Mentor Program RFA, released by the Department of Community Services and Development.

**Signature of Executive Officer:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Type or Print Name:** \_\_\_\_\_ **Title:** \_\_\_\_\_

### Application Stack Order Checklist

The various application elements and attachments must be assembled in the order listed below.

**Mandatory Elements and Stack Order** (please check each box when completed):

- 1. Application Face Sheet (Attachment I)
- 2. Application Stack Order Checklist (Attachment II)
- 3. Table of Contents
- 4. Application Narrative (Attachment III)
- 5. Budget Narrative (Attachment IV)
- 6. Mentor Program Budget (Attachment V)
- 7. Mentor/Mentee Figures (Attachment VI)
- 8. Project Timeline

**Mandatory Attachments and Stack Order:**

- 9. Proof of Nonprofit Status (provide copy of letter confirming (IRS 501(c)(3) status)
- 10. Articles of Incorporation and/or Bylaws (showing Mentoring as part of their organization's mission)
- 11. Copy of the Quality Assurance Standard approval (certificate or acceptance letter)
- 12. A copy of the most recent audit report (within the applicant's last two fiscal years) and a copy of the corrective action letter from auditor, if applicable. If your organization is new and/or has no previous audit report, submit a letter from an independent accounting firm verifying that appropriate accounting practices have been created for this new organization. **(Only one copy of the audit is required.)**
- 13. Governing Board Resolution Authorizing Submission of Application
- 14. Organizational (Staffing) Chart of Lead Organization
- 15. Resumes of Key Staff
- 16. Letters of Support from Each Member of the Collaborative
- 17. Collaborative Organizational Chart

**Optional Attachments:**

- 18. Letters of Funding Commitment
- 19. Proposed Contracts Between the Lead Organization and the Subcontractors (if applicable)
- 20. Letters of Endorsement for Mentoring Program

**APPLICATION NARRATIVE**

Applications must clearly, and with specificity, describe the methods that will be used to enhance, sustain or expand mentoring services. Applications must demonstrate an understanding of mentoring and the best methods for accomplishment of program goals and objectives. Applications will be evaluated on how realistic, feasible, and achievable the goals, objectives, and budget are for the contract period. The application narrative cannot exceed 17 single sided pages. The budget and budget narrative do not count toward the 17 page limit.

<b>1. Target Population</b>		<b>10 points</b>
<b>Requirements</b>		<b>Evaluation Criteria</b>
1a.	Describe the problems the youth in your proposed service area encounter in the target area(s) of (alcohol and drug use, teen pregnancy, educational failure and/or gangs and violence) that demonstrate a need for an effective mentoring program. (Enter a problem statement only for the targeted area(s) in which you will provide intervention services and cite data to support).	The applicant clearly identified and described the problems the youth encounter in the community. There is a need for the mentoring program and the organization cited factual data to support their findings.
1b.	Describe the characteristics of the selected target group.	The applicant clearly described the characteristics of the selected target group.
<b>2. Delivery Strategies</b>		<b>5 points</b>
2a.	Based on your experience, what strategies (treatment, prevention activities, support, or other approaches) will you use to address the problems? Provide historical data that demonstrates your organization's success in using these strategies.	The applicant provided a detailed description of strategies, prevention activities, support, or other approaches that will be used to address the problems. The applicant provided historical data that demonstrated the success of the strategies used by the organization.
<b>3. Project Design</b>		<b>25 points</b>
3a.	Describe the collaboratives short-term goals and objectives (during the grant period) and long-term goals (beyond the grant period). Goals must be stated in ways that are measurable and obtainable.	The collaboratives short-term goals and objectives are clearly defined, measurable, and obtainable. The long-term goals are clearly defined, measurable and obtainable.

3b.	Discuss how the goals and objectives relate to the identified problems and provide the outcomes to be achieved. The goals and objectives when accomplished will assist in resolving problems of the mentees.	The goals and objectives address the problems and include a description of the outcomes to be achieved. The goals and objectives will assist in resolving the problems the mentees encounter.
3c.	Develop a timetable that reflects the key activities that will be performed to accomplish the goals and objectives during the contract period of October 15, 2002 through October 14, 2003.	The timetable describes a realistic timeframe during the noted contract term to accomplish the goals and objectives.
3d.	Describe how the mentors and mentees will be recruited, selected, screened, trained and matched. Describe interaction with mentors and mentees from time of recruitment to time of match and thereafter. Address issues such as problem resolution, terms/contract of the match, day-to-day operations and state the rationale for your selections.	The applicant explained in detail the following: <ul style="list-style-type: none"> <li>• How the mentors and mentees will be recruited, selected, screened, trained and matched;</li> <li>• The interaction with mentors and mentees from time of recruitment to time of match and thereafter;</li> <li>• Problem resolution, terms/contract of the match, and day-to-day operations;</li> <li>• The rationale for the selections.</li> </ul>
<b>4. Program Impact</b>		<b>10 points</b>
4a.	Provide data on the number of mentors and mentees formerly served and the percentage of reduction in alcohol and drug use, teen pregnancy, educational failure and/or gangs and violence.	The applicant provided clear concise data on the number of mentors, number of mentees served and the percentage of reduction in alcohol and drug use, teen pregnancy, educational failure and/or gangs and violence.
4b.	Describe how your organization evaluates the mentor program and how you will verify that you have achieved the stated goals and outcomes. (What is your plan for tracking and monitoring progress?)	The applicant described how the program is evaluated and how the organization will verify the achievement of the goals and objectives. (The applicant has a method of gathering data to track and monitor progress.)
<b>5. Management and Organizational Capabilities</b>		<b>30 points</b>
5a.	State briefly the history of your organization and its growth. In the attachments, provide an organizational chart. If this proposal involves hiring a new person(s), show where they would be placed in the organizational structure in bold typeface.	The organization's history, growth, and capability support the applicant's ability to administer the mentoring program. An organizational chart is provided.

5b.	Describe the ability and experience of the key staff in your organization in administering the mentoring program, working with collaborative partners and managing grant funds. (Submit resumes of key staff as an attachment to your RFA.)	The key staff of the organization is experienced in administering the mentoring program, working with collaborative partners and managing grant funds. (Resumes are included and support the staffs' ability.)
5c.	Describe the collaborative relationships and clearly document the responsibilities of each partner. Include an organizational chart of the collaborative in the attachments reflecting the responsibilities or functions (direct service, outreach, etc.) of collaborative members. Provide letters of support from each partner in your mentor collaborative stating how this will strengthen mentoring activities in your community or county.	The collaborative relationships are described and clearly document the responsibilities of each partner. (An organizational chart of the collaborative is included in the attachments reflecting the responsibilities or functions (direct service, outreach, etc.) of collaborative partners. The applicant provided letters of support from each partner in their mentor collaborative stating how mentoring activities would be strengthened in their community or county.
5d.	Identify the level of support for your application in the community. You may provide endorsement letters that describe the need for mentoring activities in your community or county.	The applicant provided documentation that identifies the level of support for the mentoring program in their community. The applicant provided endorsement letters that described the need for mentoring activities in their community or county.
<b>6. Program Sustainability</b>		<b>15 points</b>
6a.	List any commitments for matching funds-hard or soft (cash and/or in-kind) you have been able to leverage to support this application and include letters of commitment in the appendix.	The applicant listed the commitments for matching funds-hard or soft (cash and/or in-kind) leveraged to support the application and included letters of commitment in the appendix.
6b.	Identify your sources of other mentor funding. (Include funding source, amount and duration.)	The agency has other sources of funding (not just relying on CSD funds). Other sources of funding include the source, amount, and duration.
6c.	Describe previous fundraising/resource development efforts and the amounts received and future resource development/funding strategies.	The applicant has successfully conducted fund raising/resource development activities and included the amount of funds raised. The applicant has a strategy for future resource development/funding strategies.
6d.	Describe how you will continue mentoring activities well beyond the grant period.	The applicant has a clear plan outlining how the mentoring activities will continue well beyond the grant period.

**Attachment IV**

Enclose a detailed budget narrative to explain your budget.

<b>Budget Narrative</b>		<b>5 points</b>
	<b>Requirements</b>	<b>Evaluation Criteria</b>
7a.	<p>The detailed budget narrative must include, but is not limited to, the following topics:</p> <ul style="list-style-type: none"> <li>• A discussion of all soft (in-kind) and hard (cash) contributions for the project;</li> <li>• An explanation of factors that affect cost per mentee;</li> <li>• An explanation for screening costs over \$15.00 per mentor;</li> </ul>	<p>The budget narrative is complete, detailed, reasonable, cost effective and includes:</p> <ul style="list-style-type: none"> <li>• A discussion of all soft (in-kind) and hard (cash) contributions for the project;</li> <li>• An explanation of factors that affect cost per mentee;</li> <li>• An explanation of screening costs over \$15.00 per mentor;</li> </ul>

**Budget Narrative Information Only:**

- Mentor Program Budget:
  - Complete the "Mentor Program Budget" for lead organization. Be sure to capture cash and in-kind contributions.
- Matching Funds:
  - List the funds that will be allocated to support the mentoring program for this application.
- Mathematical Calculations:
  - Verify all budget mathematical calculations for accuracy.
- Budgetary Limitations, Restrictions, or Conditions:
  - All budgets should show a program cost of a minimum of \$15.00 for screening of each mentor unless you have established a lesser cost for screening.
  - The administrative costs of subcontractors shall not exceed 10% of the total application request. The intent of the program is to provide maximum funding to direct services.
  - Travel expenditures should show for In-State travel only.
  - No portion of the application budget should be for expenditures incurred before the execution of the contract.

MENTOR PROGRAM BUDGET

Administration Costs*		Budget	Matching Funds**
1.1	Salaries and Wages		
1.2	Fringe Benefits		
1.3	Travel		
1.4	Space (Rent/Lease)		
1.5	Consumable Supplies		
1.6	Equipment/Lease Purchase		
1.7	Consultant Services		
1.8	Contract Services		
1.9	Other (specify below)		
	1. _____ 2. _____		
	3. _____ 4. _____		
<b>Subtotal-Administration Costs (Limited to ten percent of the application request)</b>			
Program Costs			
2.1	Salaries and Wages		
2.2	Fringe Benefits		
2.3	Travel		
2.4	Training		
2.5	Fingerprinting/Screening		
2.6	Marketing		
2.7	Fund Raising		
2.8	Mentor-Mentee Activities		
2.9	Program Evaluation		
2.10	Other (specify below)		
	1. _____ 2. _____		
	3. _____ 4. _____		
<b>Subtotal-Program Costs</b>			
<b>Grand Total</b>			
*Administration budget shall not exceed ten percent of the total application request.			
Total Number of One-to-One Mentees to be served: # _____			
Average Cost per Mentee: \$ _____			
Total Number of Group Mentees to be served: # _____			
Average Cost per Group Mentee: \$ _____			
** List the funds that will be allocated to support the mentoring program for this application.			

**Attachment VI**

**Mentor/Mentee Figures**

Please enter data on the mentors and mentees currently enrolled in the mentoring program in sections 1 through 6 below:

1.	Enter the total number of mentees currently enrolled in the mentoring program.	#
2.	Enter the total number of mentors currently enrolled in the mentoring program.	#
3.	Enter the total number of one-to-one matches currently enrolled in the mentoring program.	#
4.	Enter the total number of group matches currently enrolled in the mentoring program.	#
5.	Enter the total number of mentees currently on your waiting list.	#
6.	Enter the total number of mentors currently on your waiting list.	#

## **Appendix A: Glossary And Definitions**

<b>At-Risk Youth</b>	A youth under the age of 18 whose environment increases their chance of alcohol and drug use, teen pregnancy, educational failure, and participating in gangs and violence.
<b>Collaborative</b>	A group of organizations and/or individuals formed to support community mentoring (one-to-one and/or group) and that seeks to avoid duplication of effort.
<b>Existing Mentoring Organization</b>	An existing nonprofit agency [with IRS 501(c) (3 status] which has a primary mission to provide mentoring services. This definition does not preclude governmental entities, which have a <i>separate</i> designated mentoring unit whose sole function are mentoring activities.
<b>Group Mentoring</b>	A formal and significant relationship that involves one-to-many contacts between an adult and more than one youth. This RFA does not support peer mentoring which is a high school-aged youth with formal and significant relationships with a preteen group on a consistent basis for an extended period of time. This excludes basic recreational programs, which do not focus on personal relationships and academic growth of the mentees.
<b>Lead Organization</b>	The entity that provides direct services, exercises administration and management oversight of the contract, and is responsible for all monitoring, fiscal and reporting requirements of the contract.
<b>Mentee</b>	A youth participating in a mentoring program.

**Mentor**

An adult who develops a formal, ongoing, *one-to-one relationship* with a child or group of children. The mentor shall be caring, encouraging, and respectful. The mentor shall seek to motivate, offer support, establish a friendship, and help the child to excel.

**Mentoring**

A relationship between a pair of unrelated individuals, one an adult or older (mentor) and the other a juvenile (mentee) or group of juveniles, which takes place on a regular basis over an extended period of time.

## **Appendix B: Quality Assurance Standards**